

NHS Staff Survey 2017

National Briefing
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Introduction



- The NHS Staff Survey is the largest workforce survey in the world and has been conducted every year since 2003.
- It asks NHS staff in England about their experiences of working for the NHS.
- The survey provides essential information to national stakeholders and employers about the staff experience across the NHS in England.
- Participation is mandatory for trusts and voluntary for non-trust organisations (CCGs, CSUs, social enterprises)
- This report provides a concise summary of key England-level results.
- Detailed organisation-level results are also available – see the **Appendix**

Introduction – 2017 NHS Staff Survey



- Approximately **1.1million** NHS employees in England were invited to participate in the survey between September 2017 and November 2017.
- 309 NHS organisations took part
- Staff were sent a paper questionnaire or an email containing a link to an online questionnaire.
- The survey was administered by the Survey Coordination Centre, based at **Picker**, on behalf of NHS England.

487,227 staff responded
129,442 paper surveys
358,285 online surveys

Response rate:

45%

(up from 44% in 2016)

Introduction – Technical details



- Results presented in this report only cover the 235 NHS trusts that took part in the survey. Organisations that participated voluntarily are excluded from these England-level results. We do not include organisations that participated voluntarily in the England-level results because we do not have representative data for these types of organisations.
- Data in this report have been weighted to adjust for differences in occupational group proportions between trusts and for differences in trust size. Base sizes are presented unweighted.
- Responses to individual survey questions are used to create 32 summary indicators referred to as Key Findings (KFs). These Key Findings have been grouped into nine themes: Appraisals and support for development, Equality and diversity, Errors and near misses, Health and wellbeing, Job satisfaction, Managers, Patient care and experience, Violence, harassment and bullying, and Working patterns.
- Percentage data may refer to results from a question or a Key Finding.
- Some Key Findings use a scale that ranges from 1 (worst) to 5 (best).
- Further information about the technical details of the survey can be found in the **Appendix**.

Summary of results



▲ 11 Key Findings improved since 2016

▲ 36 questions improved since 2016

▼ 21 Key Findings declined since 2016

▼ 58 questions declined since 2016

31% of staff were satisfied with their level of pay (q5g | 2016: 37%)

58% of staff worked additional unpaid hours (q10c | 2016: 59%)

38% of staff reported feeling unwell due to work related stress in the last 12 months (KF17 | 2016: 37%)

68% say their immediate manager takes an interest in their health & wellbeing (q7f | 2016: 67%)

Staff are reporting **lower** satisfaction with the quality of work and care they are able to deliver (KF2 | 3.90 vs 3.93 in 2016)

87% of staff reported having an appraisal in the last 12 months (KF11 | 2016: 86%)

Appraisals and support for development



Are staff having yearly appraisals? Do these appraisals meet their needs? Do NHS organisations support staff to achieve their development goals?



KF11 – 86.6% of staff were appraised in the last 12 months

- This has improved from **86.2%** in 2016
- There is significant variation across trust types – the 2017 result for community trusts is **91%**, but for ambulance trusts it is **78%**



KF12 - Quality of appraisals: 3.11

- The quality of appraisals has improved slightly since 2016 (**3.10**), which in turn, was an increase from 2015 (**3.05**)
- The best appraisals were reported in mental health/learning disability trusts (**3.19**)
- The worst appraisals were reported in ambulance trusts (**2.65**)



KF13 - Quality of non-mandatory training, learning or development: 4.05

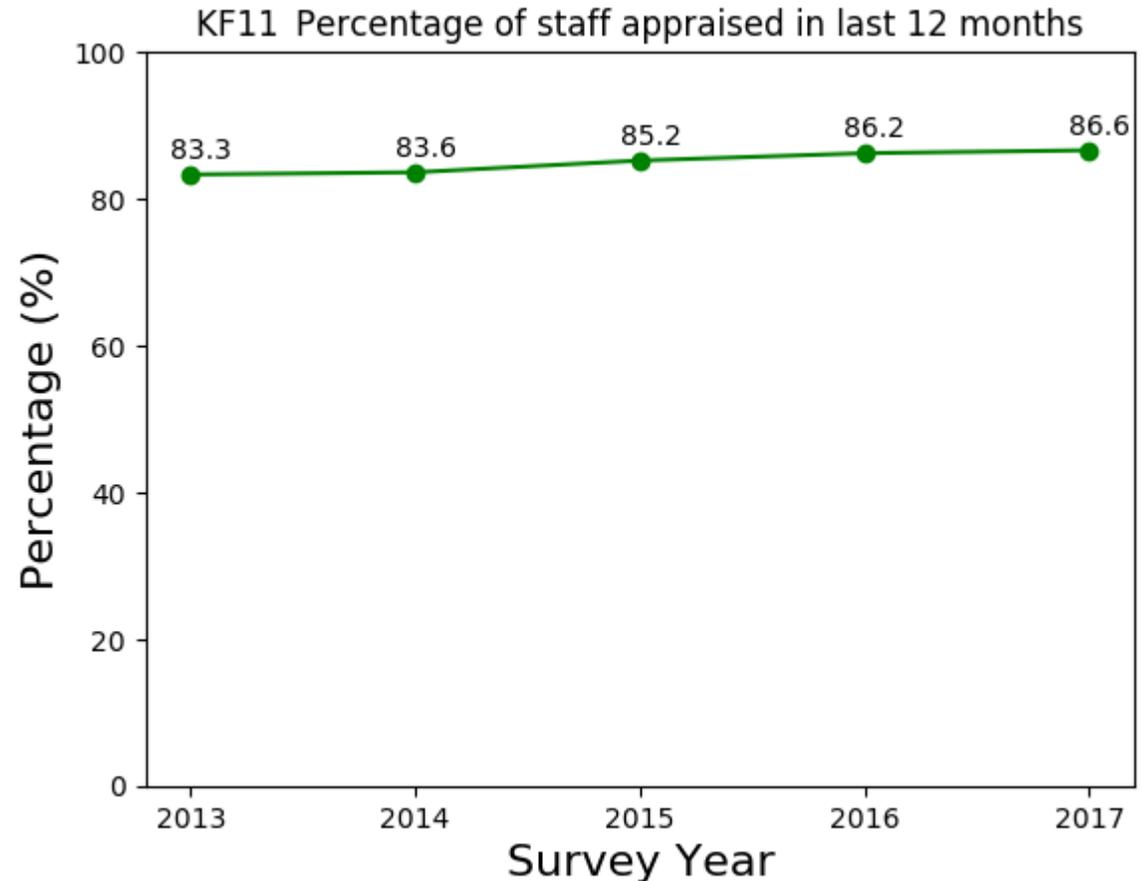
- NHS trusts generally do well with supporting their staff to achieve their development goals, but there has been a small decline in performance since 2016 (**4.06**)
- Ambulance trusts performed worse than all other types of trusts and were the only significant outlier in 2017 (**3.89**)

Appraisals and support for development



Over the last five years there has been a slow but steady increase in the proportion of staff reporting that they received an appraisal in the last 12 months at NHS trusts across England.

You can find more trend data (2013-2017) on our [results website](#).



Equality and diversity



How frequently do staff experience discrimination at work? What types of discrimination do NHS staff suffer? Do staff perceive their organisation to act fairly when it comes to career progression?

▼ KF20 – 12.6% of staff experienced discrimination at work in the last 12 months

- This compared to **11.8%** in 2016
- Ambulance trusts report significantly higher levels of discrimination than other trust types (**21%**)
- More staff report experiencing discrimination from colleagues & managers (**8.11%**) than patients & service users (**6.6%**)

▼ KF21 – 84.2% of staff believe that their organisation provides equal opportunities for career progression or promotion

- There has been a steady decline on this indicator over the past five years. The result in 2013 was **87.5%** and in 2016 was **85.4%**
- Most types of trusts report similar results. Ambulance trusts are the only outlier, performing worse than other types of trust with **68%** of staff agreeing with this statement

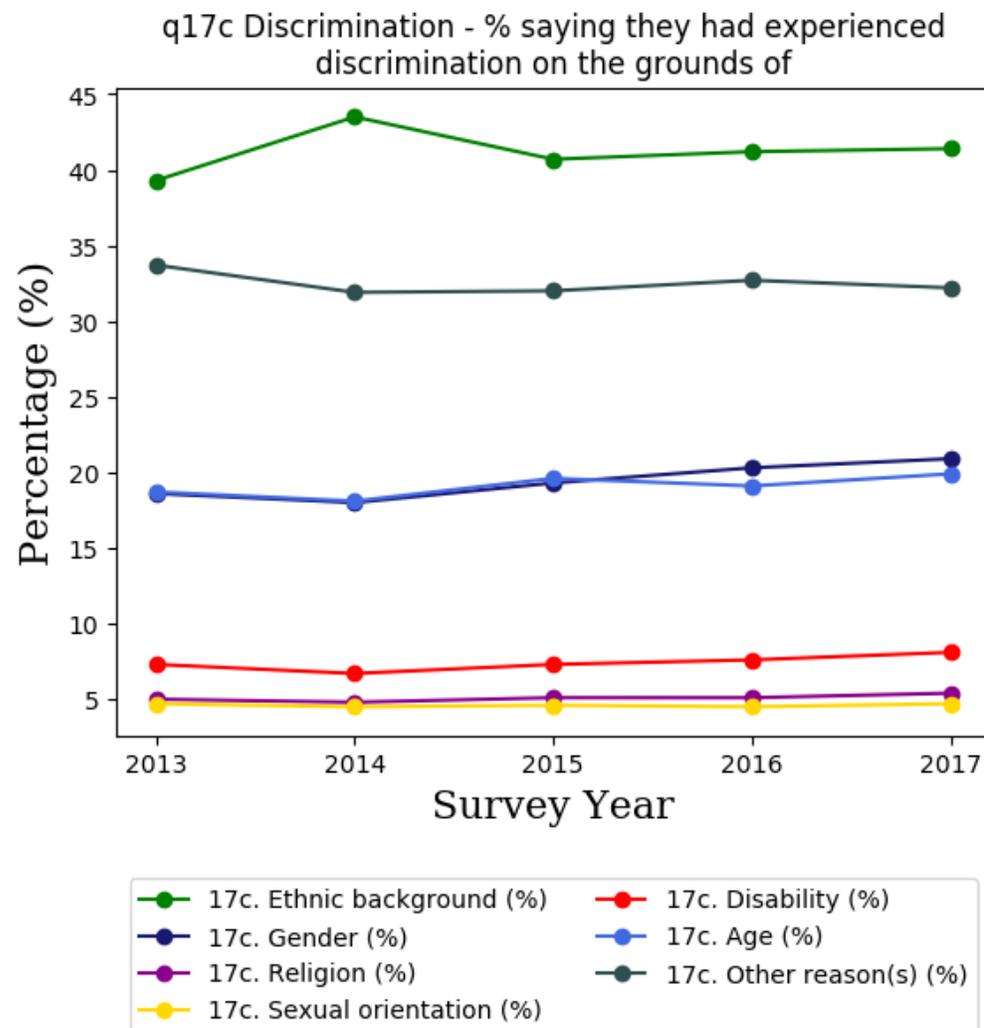
Equality and diversity

In the 2017 survey there were 55,535 staff who reported experiencing discrimination at work. The graph to the right shows on what grounds these staff had experienced discrimination.

Ethnicity has consistently been the most commonly reported reason for discrimination across the last five years.

Discrimination due to age and gender are also common and have seen an upward trend across survey iterations.

You can find more trend data (2013-2017) on our [results website](#).



Errors and near misses



*How frequently do staff witness errors or near misses? When these occur, do staff report these?
How do staff feel about the procedures in place to handle reporting these incidents?*

- ▼ **KF28** – **29.1%** of staff witnessed potentially harmful errors, near misses or incidents within the last month

 - This has increased compared to 2016 (**29.0%**)
 - However, the longer term trend is positive. The result for 2013 was **31.4%**
 - Staff at community trusts report the lowest incidence of errors or near misses (**21.2%**)

- ▼ **KF29** – **90.2%** reported errors, near misses or incidents that they witnessed in the last month

 - The reporting of incidents has declined since 2016 (**90.6%**), but has remained fairly static over the past five years. The worst result since 2013 years was in 2015 (**89.7%**)

- ▲ **KF30** – Fairness and effectiveness of procedures for reporting errors, near misses and incidents: **3.73**

 - This has improved slightly from 2016 (**3.72**)
 - Acute specialist trusts have the best score on this indicator (**3.84**)

Errors and near misses

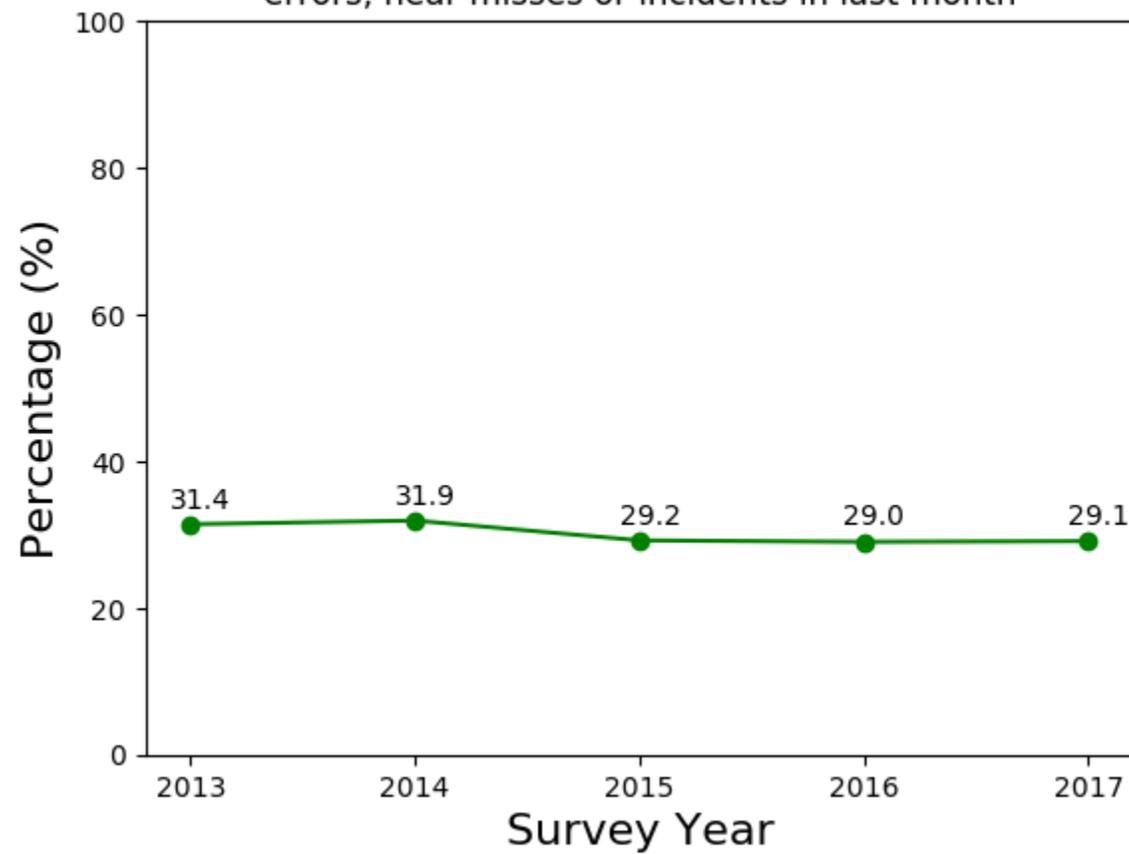


There has been a slight increase since 2016 in the proportion of staff witnessing errors, near misses or incidents that could have hurt patients or colleagues.

However, when we consider results from the last five years we can see that the longer term trend is positive.

You can find more trend data (2013-2017) on our [results website](#).

KF28 Percentage of staff witnessing potentially harmful errors, near misses or incidents in last month



Health and wellbeing



How frequently do staff come to work despite feeling unwell? Do staff feel that their trust leadership cares about their health and wellbeing? Are staff suffering stress from their job?

- ▼ KF17 – 38.4%** felt unwell due to work related stress in the last 12 months

 - This has worsened from **36.7%** in 2016
 - Staff from mental health/learning disability trusts (**41%**) and ambulance trusts (**49%**) report higher than average levels of illness due to work related stress

- ▼ KF18 – 52.9%** of staff attended work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves

 - This represents a decline from 2016 (**51.9%**), but the longer term trend is positive (2013: **58.2%**)
 - Of staff who had reported feeling pressure to attend work despite feeling unwell: **25.4%** of staff said they felt pressure from their manager (q9e), **19.6%** said they felt pressure from colleagues (q9f), and **91.9%** said they had put themselves under pressure (q9g)

- ▲ KF19 - Organisation and management interest in and action on health and wellbeing: 3.63**

 - This has improved slightly from 2016 (**3.62**)
 - Mental health/learning disability trusts (**3.73**) and community trusts (**3.72**) have the highest scores on this indicator, ambulance trusts have the lowest (**3.31**)

Health and wellbeing

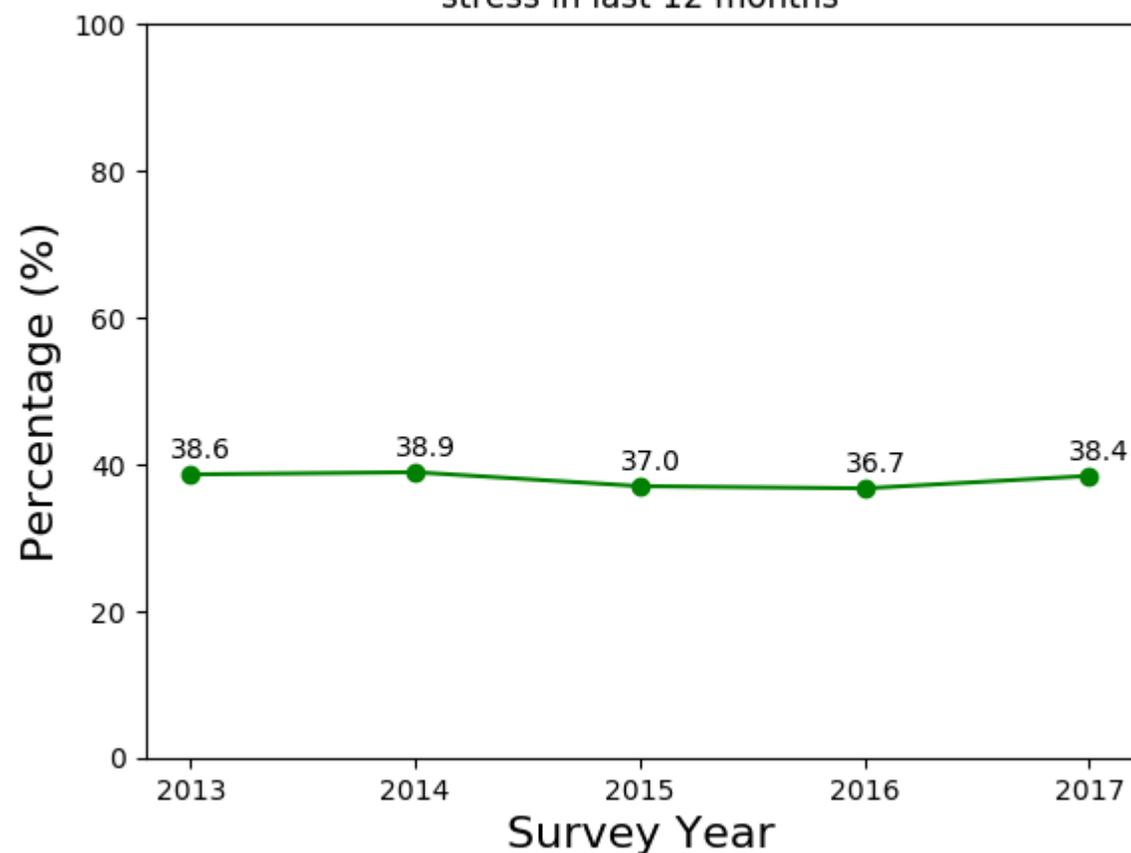


Overall, between 2013 and 2016 there was a decline in the proportion of staff reporting feeling unwell due to work related stress.

The increase between 2016 and 2017 runs counter to the longer term trend on this indicator.

You can find more trend data (2013-2017) on our [results website](#).

KF17 Percentage of staff feeling unwell due to work related stress in last 12 months



Job satisfaction



Would staff recommend their organisation to others? Do they look forward to going to work? Are they enthusiastic about their role? Do they have sufficient resources to do their job?

- ▼ **KF1** – Staff recommendation of the organisations as a place to work or receive treatment: **3.74**
 - This has declined from **3.75** in 2016 – this indicator had previously increased year on year since 2013
 - Acute specialist trusts have the best result (**4.07**, though this is down from **4.09** in 2016) and ambulance trusts have the worst result (**3.45**, up from **3.43** in 2016)

- ▼ **KF4** – Staff motivation at work: **3.90**
 - This has declined from **3.92** in 2016
 - **57.6%** of staff say they ‘often’ or ‘always’ look forward to going to work (q2a - down from **58.9%** in 2016)
 - **73.4%** of staff say they are ‘often’ or ‘always’ enthusiastic about their job (q2b - down from **74.4%** in 2016)

- ▼ **KF14** – Staff satisfaction with resourcing and support: **3.31**
 - This has declined slightly since 2016 (**3.32**), but is higher than 2015 (**3.30**)
 - **31%** of staff ‘agree’ or ‘strongly agree’ that there are enough staff at their organisation for them to do their job properly (q4g - down from **31.2%** in 2016, but up from **30%** in 2013)

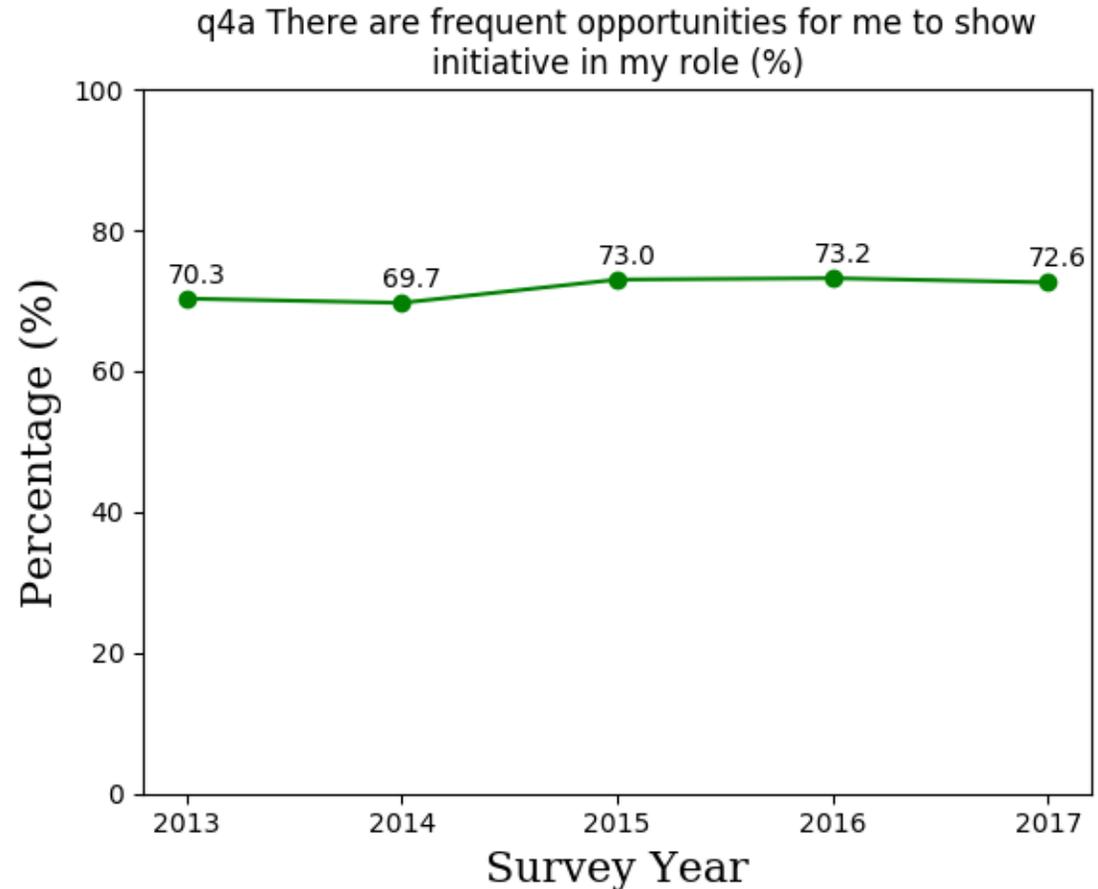
Job satisfaction



Most staff 'agree' or 'strongly agree' that there are frequent opportunities for them to show initiative in their role.

Results have improved since 2013, but there has been a slight decline from the five-year high of **73.2%** last year.

You can find more trend data (2013-2017) on our [results website](#).



Managers



Are staff supported by their line managers? Do staff feel valued by their managers and their organisation? Is there good communication between senior management and staff?



KF5 – Recognition and value of staff by managers and the organisation: 3.46

- This has declined very slightly from 2016 (**3.46**), but is higher than 2015 (**3.43**)
- **71.6%** of staff said their immediate manager values their work (q7g – up from **71.3%** in 2016 and **70.4%** in 2015)
- **43%** of staff said they were ‘satisfied’ or ‘very satisfied’ with the extent to which their organisation values their work (q5f - down from **43.2%** in 2016, but up from **41.4%** in 2013)



KF6 – 33.5% of staff reported good communication between senior management and staff

- This has improved from 2016 (**33.0%**)
- **32.1%** said that senior managers act on staff feedback (q8d – up from **31.7%** in 2016 and **28.6%** in 2013)



KF10 – Support from immediate managers: 3.77

- Staff reported more support from their immediate managers than in 2016 (**3.75**), this continues a trend of improvement on this indicator since 2013 (**3.66**)
- Staff at ambulance trusts report receiving significantly less support than staff at other types of trusts (**3.48**), although this has improved from 2016 (**3.43**)

Managers

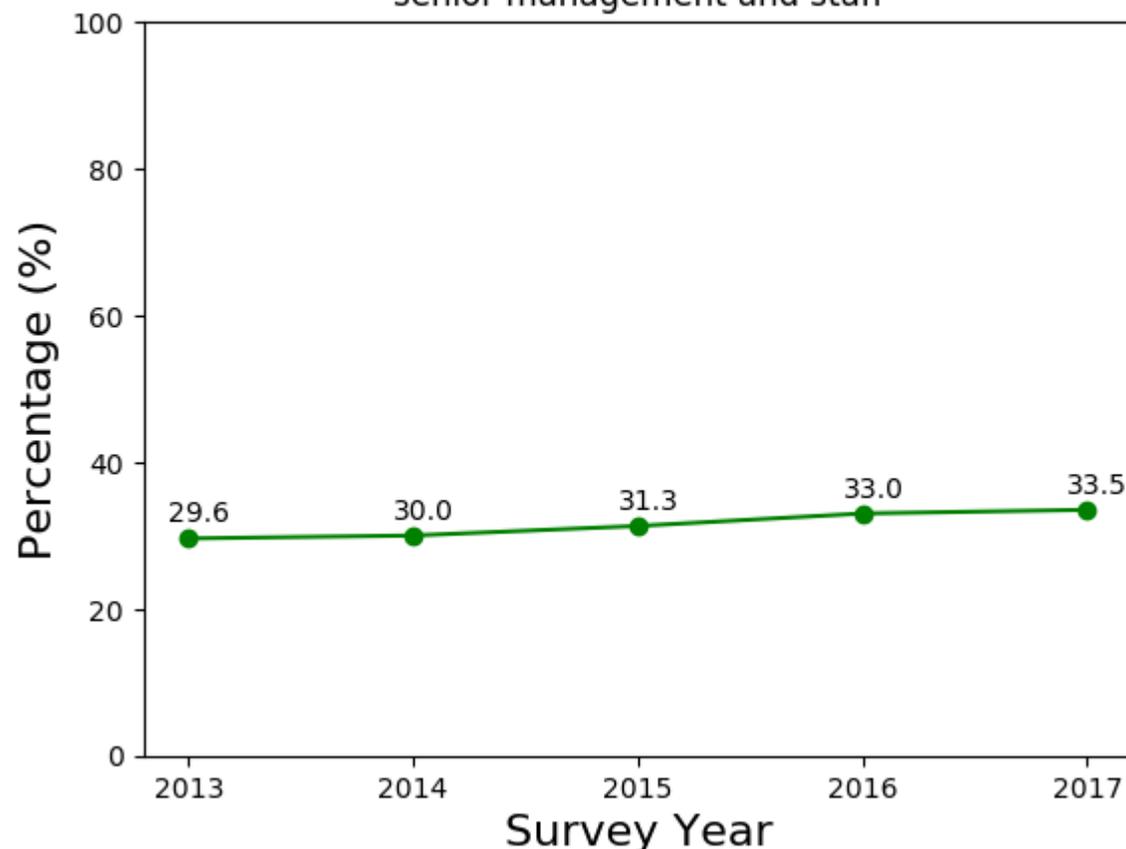


Over the last five years there has been a steady increase in the proportion of respondents reporting good communication between senior management and staff.

However, the results suggest most staff think that senior management at their organisation could do more to communicate with staff.

You can find more trend data (2013-2017) on our [results website](#).

KF6 Percentage of staff reporting good communication between senior management and staff



Patient care and experience



Are staff satisfied with the care they deliver to patients? Do staff feel that their job makes a difference to patients? Do NHS organisations make effective use of patient feedback?



KF2 – Staff satisfaction with the quality of work and care they are able to deliver: **3.90**

- This has declined since 2016 (**3.93**) and 2015 (**3.92**)
- Staff are most satisfied with the quality of work and care they can deliver at acute specialist trusts (**4.00**)
- **66.8%** of staff 'agree' or 'strongly agree' that they are able to deliver the care they aspire to (q6c – down from **68.2%** in 2016)



KF3 – 89.7% of staff agree that their role makes a difference to patients / service users

- This has declined slightly from 2016 (**90.1%**)
- Staff across all types of trusts report similar results for this indicator, the highest proportion was reported by acute specialist trusts (**91%**) and the lowest proportion was reported by ambulance trusts (**87%**)

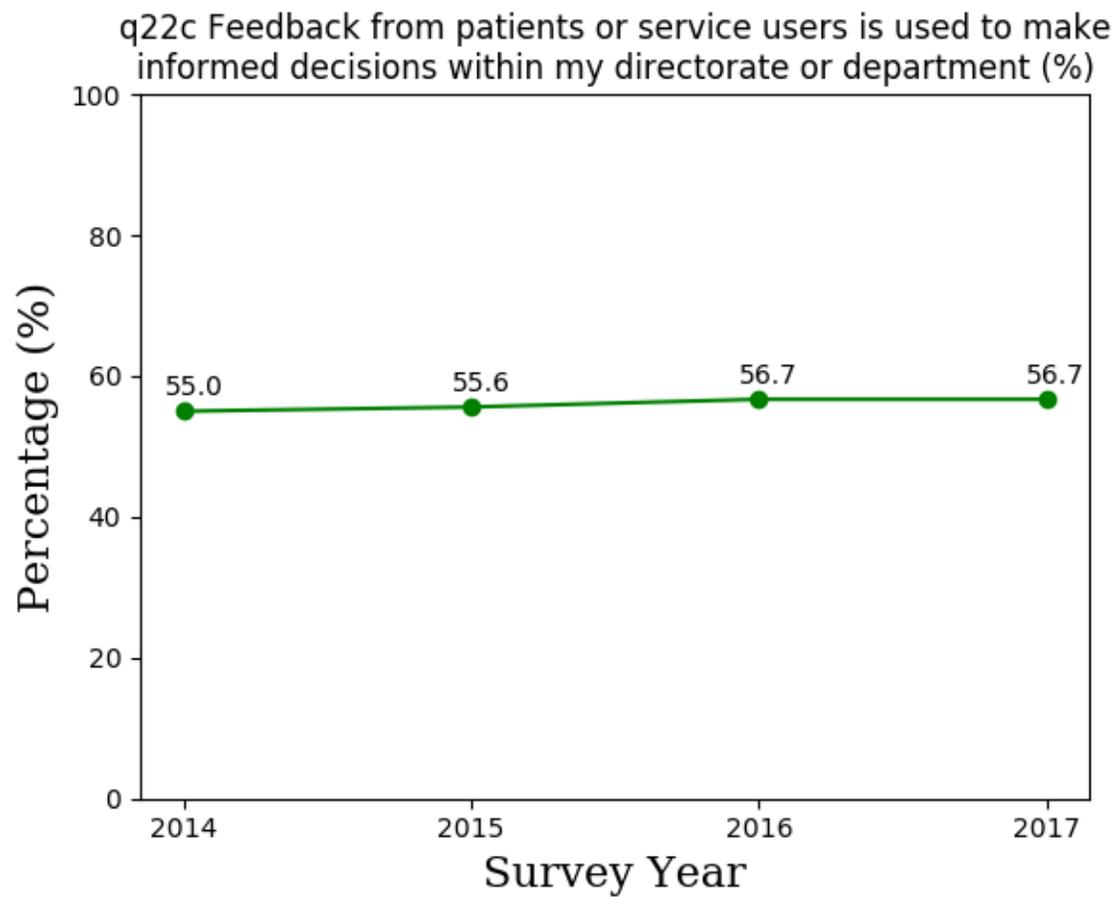
Patient care and experience



Most staff report that their directorate or department collects patient feedback (89.7% in 2017).

The proportion of staff reporting that this feedback is used to inform decision making is significantly lower, although it has improved over time.

You can find more trend data (2013-2017) on our [results website](#).



Violence, harassment and bullying



How frequently are staff suffering violence, harassment or bullying in the workplace? Do they report these incidents?

- ▼ KF22 – 15.2%** of staff experienced physical violence from patients, relatives or the public in the last 12 months

 - This has risen from **15.0%** in 2016 and is the highest this indicator has been in the past five years
 - Staff at ambulance trusts are the most likely to be victims of violence from patients, relatives or the public (**34.0%**)

- ▼ KF23 – 2.1%** of staff experienced physical violence from staff in the last 12 months

 - This has trended upwards since 2015 (**2.0%**)
 - Staff at all types of trusts reported very similar levels of violence from staff

- ▲ KF24 – 72.4%** of staff, or their colleagues, reported their most recent experience of violence

 - This has improved since 2016 (**72%**) and it is the best result on this indicator since 2013 (**72.2%**)
 - Staff at mental health/learning disability are the most likely to report their most recent experience of violence (**93%**), staff at ambulance trusts are the least likely (**65%**)

Violence, harassment and bullying



How frequently are staff suffering violence, harassment or bullying in the workplace? Do they report these incidents?

- ▼ KF25 – 28.0%** of staff experienced harassment, bullying or abuse from patients, relatives or the public in the last 12 months

 - This has risen slightly from **27.9%** in 2016, but is lower than 2013 (**29.0%**)
 - Staff at ambulance trusts are the most likely to be victims of harassment, bullying or abuse from patients, relatives or the public (**47%**)
- ▼ KF26 – 24.3%** of staff experienced harassment, bullying or abuse from staff in the last 12 months

 - This has risen slightly since 2016 (**24.2%**), but is lower than 2015 (**24.9%**)
 - Community trusts report the lowest incidence of harassment, bullying or abuse from staff (**19%**) and ambulance trusts report the highest (**29%**)
- ▲ KF27 – 47.8%** of staff, or their colleagues, reported their most recent experience of harassment, bullying or abuse

 - This has improved since 2016 (**47.4%**), but is still lower than in 2013 (**50.2%**)

Violence, harassment and bullying

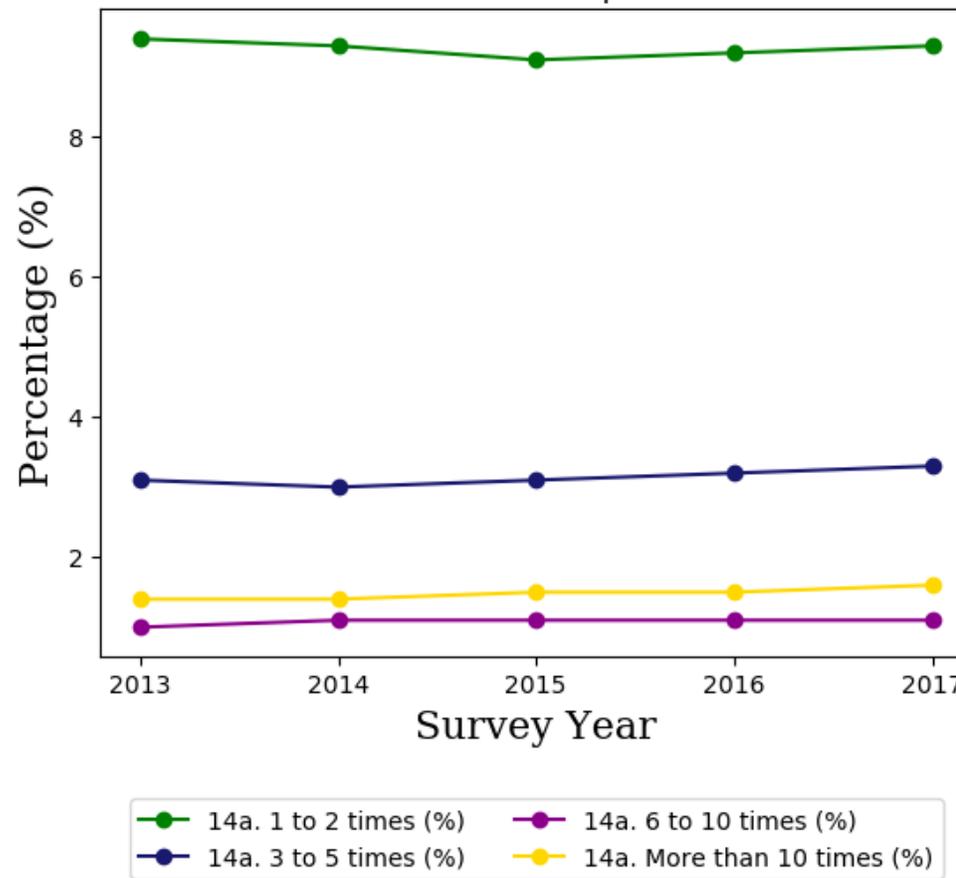


Over the last five years there has been a slight increase in the frequency of violence suffered by staff from patients, their relatives or the public.

Of those who have experienced violence, most do not experience such an incident more than once or twice in a year, but 1.6% of all respondents reported experiencing more than ten incidents of physical violence from patients, their relatives or the public within the last 12 months.

You can find more trend data (2013-2017) on our [results website](#).

q14a Percentage experiencing physical violence at work from service users or members of the public in last 12 months



Working patterns



How many staff are working additional hours? Are staff satisfied with the opportunities available for flexible working at their organisation?



KF15 – **51.8%** of staff were satisfied with the opportunities for flexible working patterns

- This has improved slightly from **51.7%** in 2016, and has increased from **50.3%** in 2015
- Staff at mental health/learning disability trusts reported the highest satisfaction (**59%**), while staff at ambulance trusts reported the lowest satisfaction (**35%**)



KF16 – **71.7%** of staff reported working extra hours

- Most staff report working additional hours, although there has been a slight improvement in this figure since 2016 (**71.9%**)
- There is little variation across most trust types, with results varying from **70%** (community trusts) to **74%** (acute specialist trusts) – ambulance trusts are the only significant outlier with **84%**, although this is down from **86%** in 2016
- Fewer staff (q10c – **58.3%**) are working additional unpaid hours than in 2016 (**59.1%**)
- More staff (q10b – **33%**) are working additional paid hours than in 2016 (**32.4%**)

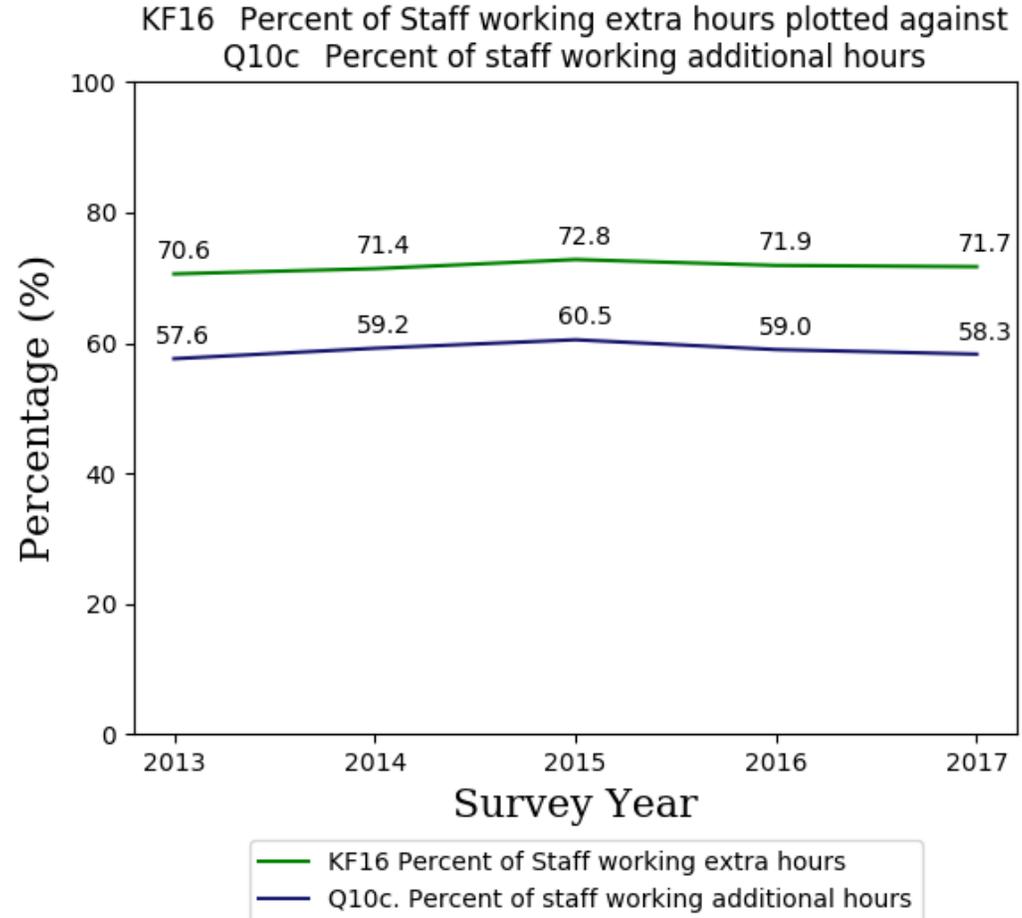
Working patterns



The proportion of staff working additional hours has remained high over the last five years, but has been declining slowly from a peak of 72.8% in 2015.

This change has been driven by fewer staff working additional unpaid hours since 2015.

You can find more trend data (2013-2017) on our [results website](#).



Staff engagement



The staff engagement score is created from three Key Findings:

- *KF1 – Staff recommendation of the trust as a place to work or receive treatment*
- *KF4 – Staff motivation at work*
- *KF7 – Staff ability to contribute to improvements at work*



Staff Engagement Score: **3.78**

- Staff engagement has decreased since 2016 (**3.80**), this is the first decline in engagement since 2014
- All three component Key Findings have declined since 2016:
 - KF1 – Staff recommendation of the trust as a place to work or receive treatment: **3.74** (down from **3.75**)
 - KF4 – Staff motivation at work: **3.90** (down from **3.92**)
 - KF7 – Percentage of staff able to contribute towards improvements at work: **69.6%** (down from **70.3%**)
- Acute specialist trusts have the highest engagement (**3.93**), although this has declined since 2016 (**3.94**)
- Ambulance trusts have the lowest engagement (**3.42**) and this has declined since 2016 (**3.43**)

Further information



For more information about the NHS Staff Survey please visit our website: www.nhsstaffsurveys.com

Our results website provides data from the survey via interactive dashboards: www.nhsstaffsurveyresults.com

If you have any questions about any aspect of the NHS Staff Survey please do not hesitate to get in touch with the Survey Coordination Centre: nhsstaffsurvey@surveycoordination.com or 01865 208 141

Appendix



- The 2017 Staff Survey core questionnaire is available [here](#).
- The ‘Making Sense of your Staff Survey Data’ document provides an explanation of how data are weighted and how the Key Findings are calculated. It is available [here](#).
- You can find the England-level results used in this briefing here:
 - [Five year trend data](#)
 - [2016/2017 results broken down by trust type](#)
- Organisation-level results are also available:
 - [Benchmark reports](#)
 - [WRES data](#)
 - [Occupational group breakdown of Key Finding results](#)
 - All of the above organisation-level data is also available on our [results website](#)